

CONFIDENTIAL

PERSONNEL OFFICE SURVEY REPORT  
OFFICE OF COMMUNICATIONS  
PERSONNEL BRANCH

TABLE OF CONTENTS

MEMORANDUM TO THE PERSONNEL DIRECTOR (SUMMARY REPORT OF TASK FORCE)	
CURRENT TABLE OF ORGANIZATION OF O/C PERSONNEL BRANCH	
ORGANIZATIONAL CHART (PROPOSED)	
FUNCTIONAL CHART	
CAREER SERVICE BOARD. . . . .	TAB A
PERSONNEL BRANCH (OFFICE OF CHIEF) . . . . .	TAB B
CAREER SERVICE BOARD SECRETARIAT . . . . .	TAB C
DOMESTIC SECTION (OFFICE OF CHIEF) . . . . .	TAB D
PERSONNEL PROCESSING UNIT . . . . .	TAB E
PERSONNEL TRANSACTIONS AND RECORDS UNIT . . . . .	TAB F
FILE UNIT . . . . .	TAB G
FOREIGN SECTIONS . . . . .	TAB H

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SECURITY INFORMATION

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MEMORANDUM FOR: Personnel Director

SUBJECT: Survey of Office of Communications Personnel Functions  
and Organization

I. PROBLEM - To determine:

- A. If functions now performed by the Office of Communications Personnel Branch duplicate those performed by the Personnel Office;
- B. If functions now performed solely by the O/C Personnel Branch could be more effectively performed by the Personnel Office;
- C. If functions now performed by the Personnel Office could be more effectively performed by the O/C Personnel Branch; and
- D. If functions assigned to the Personnel Office are not being adequately performed.

(In addition, the Assistant Director for the Office of Communications requested the Task Force to note unnecessary or duplicating activities within the O/C Personnel Branch.)

II. ASSUMPTIONS:

- A. That the collection of detailed facts concerning the operation of the O/C Personnel Branch would provide data basic to an evaluation of the O/C personnel program.
- B. That two members of the Personnel Office could collect the necessary data through personal interview and observation of the operations of the Personnel Branch.
- C. That analysis of the verified data will reveal effective approaches to the problem and provide the basis for a sound decision on the validity of the proposed T/O request.

III. FACTS BEARING ON THE PROBLEM:

- A. The Office of Communications is responsible for planning, developing and directing the world-wide Communications Support Program required by the Central Intelligence Agency.

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G. The Task Force has prepared detailed statements of the functions being performed by the O/C Personnel Branch at the time of the survey. These statements are appended as TABS A through H. All data collected by the Task Force has been verified by the employee whose operations are described. In addition, each activity which appeared to duplicate or conflict with assigned responsibilities of other Agency components was reviewed in detail with the interested offices. The following officials have advised the members of the Task Force concerning matters within their areas of interest:

1. Acting Chief, Personnel Division (Covert)
2. Chief, Employee Relations Branch, PDC
3. Chief, Transactions and Records Branch, PDC
4. Chief, Central Processing Branch, PDC
5. Chief, Research Branch; Plans, Research and Development Staff, Office of the Personnel Director
6. Assistant Chief, Military Personnel Division
7. Assistant Chief, Liaison Control Branch, FI/DDP
8. Assistant to the Director, Office of Training.

-2-  
SECRET  
SECURITY INFORMATION

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H. The Office of Communications Career Service Board is not within the jurisdiction of the Personnel Branch; however, the personnel function is centered in the Career Service Board. It maintains a continuing review of the personnel program and advises the ADCO on required action. The Board receives technical guidance and support from the Personnel Branch which is responsible for implementing the Board's approved policies and decisions. It is for this reason that the Task Force has included its functioning in the survey. The Board is comprised of three individuals at division chief level. The salary cost for the operation of the Board is an estimated \$6,000.00 annually.

**IV. DISCUSSION**

A. The O/C personnel program has been carefully designed to insure that properly qualified personnel are selected, rotated and developed in accordance with their most valuable qualifications and the needs of the office. Such a program is a prerequisite for developing and retaining a career staff which will enable O/C to effectively accomplish its mission.

25X9 In order to fully execute its personnel program, the O/C has requested that the authorized strength of the Personnel Branch be increased from 9 positions to [ ] For the past year the Personnel Branch has attempted to meet its responsibilities but has found it necessary to detail employees from other units in order to meet the requirements placed upon it. In addition to its personnel requirements, the Branch has certain administrative requirements stemming from the nature of the office's technical support mission and the lack of major field support elements.

B. The Personnel Branch, as a personnel support staff, performs both staff and operating functions in support of the Field and Headquarters Units. Staff duties may be described as follows:

1. Personnel activities

a. Provides advice to Headquarters, [ ] and Foreign Field components on Agency and O/C personnel policies and procedures.

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b. Conducts continuing liaison with O/C Division, Staff and Area Chiefs regarding the personnel management function; frequent liaison with other components of CIA which have O/C personnel on their tables of organization and, as required, with the Personnel Office and other DD/A components.

-3-  
**SECRET**  
**SECURITY INFORMATION**

SECRET  
SECURITY INFORMATION

- c. Participates in the development of internal personnel policy.
- d. Develops present and projected personnel requirements for O/C.
- e. Provides solutions to unusual personnel problems that arise in supporting employees and dependents in the field.
- f. Provides O/C with advice and guidance on the Agency Personnel Evaluation Program.
- g. Implements O/C personnel policy on a world-wide basis.
- h. Supervises the utilization of O/C employees.
- i. Supervises the O/C placement program.
- j. Participates in the development and revision of T/O's.

2. Reports and Analysis (TAB D)

a. Collects strength information and prepares reports of:

- (1) Over-all strength
- (2) Foreign area strength
- (3) Project strength
- (4) Departmental strength
- (5) Strength on other component T/O's

b. Collects data and prepares special studies of:

- (1) Grade distribution
- (2) Promotion ratio by grades
- (3) Promotion availability
- (4) Career Service Board activities
- (5)

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Operating duties may be described as follows:

a. Personnel actions

- (1) Maintains record of Staff, Division and Area Chief's requests for personnel
- (2) Prepares and processes recruitment requests

-4-  
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SECURITY INFORMATION

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- (3) Initiates and prepares all "Personnel Action Requests" (SF 52)
- (4) Indoctrinates all new employees
- (5) Prepares all cases for the CSB (appointments, rotations and promotions)
- (6) Implements all CSB Actions (appointments, rotations and promotions)
- (7) Obtains cryptographic security clearances for career employees and operational clearances for contract agents and employees
- (8) Processes all employees to and from field, including:
  - (a) Determining cover requirements of the assignment
  - (b) Developing appropriate cover through LCB, DD/P and O/C facilities
  - (c) Maintaining Post and Station reports
  - (d) Briefing on non-operational aspects of field assignments
  - (e) Preparing requests for travel orders
  - (f)
  - (g) Scheduling immunization and physical examination as required
  - (h)
  - (i) Insuring that the employee is properly equipped and fully informed for his assignment prior to departure from Headquarters
- (9) Provides full and individual administrative support to O/C employees on field assignments
- (10) Coordinates the return of employees and dependents from field assignments
- (11) Debriefs employees upon return from the field (non-operational)
- (12) Prepares requests for assignment and promotion of military personnel.

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b. Records

- (1) Maintains central file of documents for each employee and former employee of the O/C and general subject matter files for Administrative Staff
- (2) Maintains "Personnel Information Field" (locator file) on Departmental employees
- (3) Maintains personnel kardex system (position inventory)
- (4) Maintains locator file on all employees (cross-referenced to Personnel Information File)

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SECURITY INFORMATION

- (5) Maintains personnel action log
- (6) Maintains record log of approved CSB action memorandums
- (7) Maintains CSB tickler file of approved, postdated action memorandums
- (8) Maintains a tickler file of personnel actions (SF 52)
- (9) Maintains log of cryptographically-cleared employees
- (10) Maintains by grade level a current promotion book flexoline
- (11) Maintains card record of all resignations, cancellations, and transfers
- (12) Maintains suspense file of outstanding SF 52's
- (13) Maintains applicant processing control record describing the status of applicants
- (14) Maintains cable and pouch logs
- (15) Maintains chronological files on outgoing pouches
- (16) Maintains a log of official personnel folders to and from PDC.

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D. The Branch services 200 requests per month for O/C personnel files and requests 100 personnel folders from PDC per month.

E. The Branch logs and controls the following each month: 150 cables (incoming); 100 dispatches (incoming); 100 dispatches (outgoing); 50 memorandums (incoming); 35 memorandums (outgoing); and 115 Personnel Actions (SF 52) logged.

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F. The O/C Personnel Branch is providing personnel and administrative support to approximately  employees with  percent of these employees located in Foreign Field areas. The Branch processes an average of 15 EOD cases each month. Each new employee requires from 12 to 20 contacts with the Branch during the entrance on duty process. The Branch processes an average of 22 returnee cases each month. Each returnee requires from 20 to 30 contacts with the Branch to complete his processing. The Branch processes an average of 20 departee cases each month which requires from 10 to 20 contacts with the employee. The Branch processes an average of 18 resignees each month which requires from 12 to 15 contacts with the employee.

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V. FINDINGS

A. Functions now performed by O/C Personnel Branch which duplicate those of the Personnel Office:

1. Applicant files, when received in the Mail Room, are forwarded to the Chief, Domestic Section for a general review. This review is being performed directly upon receipt of file from the Placement Officer for O/C. Any review at this stage is a duplication of the Placement Officer's efforts. (See TAB D, Paragraph III-G.)

2. The card record<sup>is maintained</sup> of resignations, cancellations, and transfers of personnel who have been employed or in process for O/C positions. This record is maintained by the Transactions and Records Unit to answer internal requests. The same information is maintained by the Personnel Office Transactions and Records Branch and is available to O/C. (See TAB F, Paragraph III-C-7.)

3. The O/C personnel file is a working employee file. The records contained in the files examined were copies of records contained in the Official Personnel Folder. The files are widely used in the Office but the primary user is the CSB. As a rule, all personal information of a highly sensitive nature (RYBAT) is filed in O/C Registry and the O/C personnel file is cross referenced to the Registry file.

4. The personal briefing conducted by the Foreign Sections for employees who are departing for overseas assignments overlaps the briefing performed by the Central Processing Branch on the following factors:

- a. Area and Post Report information
- b. Passport briefing - any previous passports, use of
- c. Income Taxes and W-2 Form
- d. Black Market activities
- e. Credit Union - loans, debt repayment
- f. Hospitalization and Insurance
- g. Post allowances - Separation allowance
- h. Transportation of auto and effects.
- i. Scheduling immunization and physical examination.

-7-  
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SECURITY INFORMATION



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SECURITY INFORMATION

5. The personal debriefing conducted by the O/C Foreign Sections for employees who have returned from overseas assignments overlaps with the debriefing performed by the Central Processing Branch on the following factors:

- a. Post Report information
  - b. Personal problems concerning finances, transportation of household effects and local housing.
- B. Functions now performed by the O/C Personnel Branch which could be more effectively performed by the Personnel Office:
- 1. The O/C Personnel Branch is preparing periodic and special reports of information which could be provided by the Personnel Office; namely,
    - a. Monthly Strength Report of total strength, foreign area strength, project strength, Departmental strength and DD/P assignees.
    - b. Monthly report of Military personnel assigned to O/C showing name, rank, type of assignment, discharge date or tour completion date.
    - c. Monthly report of all position vacancies, Departmental components. 25X1A6A
    - d. Monthly strength report of Departmental and  elements (vouchered and unvouchered) by component, ceiling authorization, on duty strength, military slotted and processees.
    - e. Special grade distribution reports - title and grade of slot as opposed to grade of incumbent.

These reports could be provided by the Personnel Office by adding one statistical clerk to the Reports Section, Research Branch; Plans, Research and Development Staff. (It is suggested that the reporting requirements of O/C be carefully worked out by the Chief, Administrative Staff, O/C, and the Chief, Research Branch, PRD Staff. See TAB F, Paragraph III-D.)

2. The O/C Foreign Sections are individually scheduling with the Medical Officer immunization and physical examinations of employees and dependents. This function appears to belong to the Central Processing Branch. (See TAB H, Paragraph III-A.)

SECRET  
SECURITY INFORMATION

3. The O/C Foreign Section is briefing departees on the following subjects:

- a. Pseudonym - Purpose and use of
- b. Personal financial status - Outstanding debts, security implications.
- c. Contraband - Radio parts, firearms, classified documents, equipment
- d. Draft or Military Reserve Card
- e. Travel of dependents - Concurment, non-concurment
- f. Emergency leave.

The Chief, CPB, advised the Task Force that the Central Processing Branch briefing does not include these subjects unless the employee develops the information through questions. (See TAB H, Paragraph III-A, and O/C Briefing Check Sheet.)

4. The O/C, Foreign Sections conduct a personal debriefing of all employees immediately upon their return from the field, which includes a discussion regarding general living conditions in the area, employee morale, and any personal problems; i.e., pay due, advice on escrow accounts, advice concerning disposition of household effects and problems concerning dependents, and arranges any appointments which may be required. In addition, the employee is required to fill out a Personal Post Report for O/C files.

The O/C Financial Support Branch assists the employee in preparing his travel vouchers.

C. Functions now performed by the Personnel Office which could be more effectively performed by O/C Personnel Branch.

None noted.

D. Functions assigned to the Personnel Office that are not being adequately performed.

1. Establishment of the Personnel Evaluation Report in the Field. The O/C Personnel Branch is using an "Efficiency Report" as an interim measure until authorization is granted to use the PER (37-151) in the Field. (See TAB A - Forms.)

-9-  
SECRET  
SECURITY INFORMATION

SECRET  
SECURITY INFORMATION

2. The O/C reports that the rejection rate on applicant files ranges from 30 to 50 percent. (The Placement Officer states that the rate is nearer 25 percent.) The Task Force did not verify either estimate. (See TAB D, Paragraph III-G-6.)

3. The Chief, Central Processing Branch, advised the Task Force that the Branch is developing its facilities to more fully meet the needs of the operating offices. This processing will include: employee travel problems; preparation of all travel vouchers; personal problems of housing, transportation and dependents travel. (See TAB H, Paragraph III-A.)

E. Internal economies within O/C Personnel Branch (includes duplication and unnecessary records and controls).

1. Career Service Board

The "Visual Aid Boards" which are maintained by the Foreign Sections for the exclusive use of the CSB duplicates a card record and the T/O worksheet maintained by the Foreign Sections. In addition, the same information is available in the Kardex System of the Transactions and Records Unit. (See TAB H, Paragraph III-E.)

2. Career Service Board Secretariat

a. The Proposed Executive Secretary position would result in duplication of effort. In order for the Chief and Assistant Chief of the Personnel Branch to advise the Board, they must have a complete knowledge of the Board's requirements. In addition, to properly implement the policies and decisions of the Board, the Chief, Personnel Branch, should participate directly in the Board's activities. (See TAB C, Paragraph III-A.)

b. Computing norm scores and compiling norm listings is a major portion of the clerk's duties. The O/C has arranged to use the IBM equipment to produce norm listings for O/C employees. By utilizing machine methods, the manual compilation of norm listings will be eliminated. (See TAB C, Paragraph III-B.)

c. The 3x5 card file maintained by the Recording Secretary, which describes action and date for Board submission, duplicates the information recorded on the CSB Memorandum and the Executive Secretary's file of action memorandums. (See TAB C, Paragraph III-C-3 and copy of the CSB Action Memorandum Form.)

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SECURITY INFORMATION

3. Domestic Section - Office of Chief

a. The review and signing of Personnel Action Requests for GS-12 and below consists of a check to insure that the SF 52 is properly prepared. Inasmuch as such requests must be checked and posted on the Kardex System maintained in the Transactions and Records Unit, the signing could be accomplished in one operation by this Unit. (See TAB D, Paragraph III-B.)

b. The assignment of the Chief, Domestic Section, who serves as alternate CSB Executive Secretary, is not practical or sound in that his location does not permit him to become familiar with the over-all personnel program or to keep abreast of the Board's requirements. (See TAB D, Paragraph III-C.)

c. The investigation of compensation claims cases and presentation of facts to the Office of the Personnel Director involves interpretation and application of involved technical procedures which the Chief, Personnel Branch would normally enter into (one case in the past six months). (See TAB D, Paragraph III-I.)

d. The functions of reviewing the Periodic Pay Increases can best be performed where records are maintained; namely, the Transactions and Records Unit. (See TAB D, Paragraph III-M.)

e. The coordination with Office of Training and Military Personnel Division regarding CSB actions requiring enlistment of O/C personnel in various military programs could be more effectively accomplished by the Assistant Chief, Personnel Branch, inasmuch as he acquired the details concerning the case at the time of CSB approval. (See TAB D, Paragraph III-Q.)

e. The review of Personnel Evaluation Reports is the responsibility of the O/C PER Evaluation Officer. (See TAB D, Paragraph III-Q.)

4.

The proposed T/O for the Domestic Section, Office of the Chief, does not provide a position for this employee. The duties now being performed are presently assigned to the Chief, Domestic Section. (See TAB D,  statement.)

5. Personnel Processing Unit

a. The maintenance of O/C applicant files by the Processing Unit results in under processing and restricts the Transactions and Records Unit in providing information regarding applicant. (See TAB E, Paragraph III-C.)

-11-

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SECURITY INFORMATION

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SECURITY INFORMATION

b. No effective control of O/C personnel leaving Headquarters on TDY can be maintained unless all TDY processees are required to report through the Personnel Processing Unit. (See TAB E, Paragraph III-C.)

c. The 3x5 resignee control card duplicates the "close out" card file maintained by T&R Unit. (See TAB E, Paragraph III-G.)

6. Personnel Transactions and Records Unit

a. The Personnel Action Log, Departmental SF 52 Tickler File and the SF 52 Tissue Suspense records can be combined into one control record. A copy of the SF 52 placed in a folder would be sufficient record for control purposes. (TAB F, Paragraph III-C.)

b. The log of cryptographically cleared employees can be eliminated by posting the information on the name location card and the Kardex Form OF 43. (See TAB F, Paragraph III-A-1.)

c. The promotion book flexoline appears to be an unnecessary record. The infrequent use of this file (once in six months) indicates that the information could be obtained more economically from the Kardex System. (See TAB F, Paragraph III-C-6.)

d. The weekly report for the Chief, Personnel Branch of all promotion, appointment and resignation actions effected by PDC could be replaced by periodically forwarding the SF 52 or SF 50 to the Chief, Personnel Branch for information before the action is filed. (See TAB F, Paragraph III-D-1.)

7. Mail Unit

The SF 52 action log maintained in the mail unit duplicates the SF 52 control log maintained by the Transactions and Records Unit. (See TAB G, Paragraph III-F.)

8. Foreign Sections

a. The preparation of the "To" and "From" sides of the SF 52 by the four Foreign Sections causes records to be maintained which duplicate the official records of the Transactions and Records Unit. 25X1A6A  
For example, the SF 52 file of the [ ] Section. It also increases the opportunity for error to enter official Agency records. (The Chief, PDC advised the Task Force that approximately 20% of O/C SF 52's require correction.)

-12-  
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SECURITY INFORMATION

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b. The Foreign Sections are maintaining extensive records of employees assigned within their respective areas to answer inquiries that should be referred to the Transactions and Records Unit where the basic records are maintained. (See TAB H, Paragraph B-4.)

c. The Foreign Section processing of employee request to marry Foreign Nationals is a duplication of the function currently assigned to the Chief, Domestic Section. (See TAB H, Paragraph III-B-5.)

d. The hand carrying of papers for coordination and action by the Section Chief and the clerk is a failure to use the available staff courier and messenger service.



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f. The  Section is responsible for support of personnel in areas which have no field support structure. At the time of the survey the Section had three employees on duty. However, one of these employees was primarily concerned with the development of covert facilities, a function assigned to the Chief, Administrative Staff. There was no apparent backlog in the Section at the time of the survey.

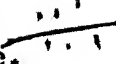
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g. The records maintained by the Foreign Sections show wide variation except for the 3x5 employee record card and the T/O worksheets. (See TAB H, addendum.)

h. A comparison of the verified functional information obtained by the Task Force with the position descriptions submitted by O/C in their T/O request, revealed a number of overstatements.

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VI. RECOMMENDATIONS:

A. That the Agency extend the Personnel Evaluation Report Program to foreign field employees at the earliest possible date. 

B. That the Central Processing Branch develop a systematic procedure for briefing all employees departing for foreign field assignments; that the briefing data be obtained by requiring all employees returning from foreign field areas to complete a standard Agency Post Report for the use of CPB; and that the procedure be established by Agency regulation for the guidance and information of all Agency personnel. 

C. That the Agency establish a system which will provide each employee in a foreign field assignment with point of contact (telegraph and telephone) in Headquarters for use by his dependents and family residing in the U. S. in the event of a personal emergency.

D. That the O/C Personnel Branch discontinue briefing and debriefing on Post- and Station-type information but remain responsible for insuring that each O/C employee is properly briefed prior to departure from Headquarters, and debriefed upon arrival in Headquarters.

E. That the Chief, Administrative Staff, O/C take immediate action to eliminate duplication of functions and records control within the Personnel Branch as pointed up in paragraph F above. (The Task Force has been informally advised that as a result of the survey, the O/C Personnel Branch has begun corrective action in the most obvious cases.)

F. That the Chief, Administrative Staff conduct a study of the use of overtime in the Personnel Branch, since the Task Force did not find sufficient explanation of the relatively large overtime account.

G. That the Research Branch, PRD Staff continue to increase its coverage of O/C personnel statistics and that the Personnel Director not assume responsibility for supplying O/C personnel statistics until O/C requirements can be studied in detail.

H. That functions presently assigned to the O/C Personnel Branch be redistributed as follows:

1. Office of the Chief

a. Plan, coordinate and implement the internal personnel support program for O/C.

b. Plan personnel requirements



SECRET  
SECURITY INFORMATION

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c. Implement details regarding [ ]  
cover processing.

d. Provide personnel support to O/C employees (Departmental and Field).

e. Provide technical personnel advice to the O/C CSB and furnish the administrative support to the CSB.

f. Serve as Executive Secretary to the O/C CSB.

g. Personnel assigned: Chief, Assistant Chief, Secretary and Career Service Board Recording Secretary.

2. Foreign Field Support Section

a. Coordinate the process required to move employees and their dependents to and from Foreign Field Stations which operate [ ]

b. Furnish continuing headquarters general administrative support to employees and their dependents located in the Foreign Field.

c. Assist in the solution of general administrative and personal problems of Foreign Field employees and their dependents.

d. Personnel assigned: Administrative Office, Chief (working supervisor); Administrative Assistants, two; Clerk (stenographer); Clerks (typing) two.

3. Transactions, Records and Processing Section

a. Provide internal personnel support to Departmental and [ ] employees.

b. Maintain a current personnel kardex system for O/C.

c. Prepare all personnel action requests (SF 52).

d. Central control for all personnel actions.

e. Point of contact for all requests for personnel information.

f. Prepare periodic and special internal personnel statistical reports.

g. Serve as the focal point of the initial receipt of employees to O/C.



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SECURITY INFORMATION

h. Central control for processing of transfers, returnees, TDY employees, and resignees.

i. Provide employee services to all personnel on duty in Headquarters.

j. Maintain O/C employee administrative files..

k. Maintain administrative staff general subject matter files.

l. Control and distribute all incoming and outgoing cables, pouches and correspondence for Administrative Staff.

m. Provide courier and messenger service for the Administrative Staff.

n. Personnel assigned: Personnel Officer; Clerk (kardex); Clerk (processing); Clerk (typing)two; File clerk; Courier-messenger. 25X9

Total Number of Positions Recommended for O/C Personnel Branch T/O

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-16-  
SECRET  
SECURITY INFORMATION

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Next 2 Page(s) In Document Exempt

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